Studying the Relation Between Aspects of Organizational Justice and Work Efficiency of Employees of Zabol’s University of Medical Science

Mehrdad Rahvareh1, AbdolAli Keshtehghar 2

1 Correspondent author: MA Student of Human Resource Management, University of Sistan and Baluchistan and Zabol University
Staff
M_rahvareh@yahoo.com
2 Department of Human Resources ManagementUniversity of Sistan and Baluchistan.Zahedan,Iran,

Abstract

The most important moral virtues accepted in all communities are respecting human’s rights, freedom and dignity. These virtues call for honesty, fulfilling the promises, and in short, justice. Justice is a viable part of a regulated and organized community in which one’s personal and social rights and basic freedoms are at the focal point of importance; and the effort to reach equality in opportunities and freedoms are the most crucial means to achieve justice. It is vital to banish all privileges, monopolies, rents, and all unjustified inequalities (what is not beneficial to all) that are imposed by some to others. We should all know that such inequalities should not reflect in the minds of majority, people should not fear their government or despise their society and its history, and envy should not be the main reaction to other people’s status. The word justice means fulfillment, being just and fair; and social justice is that which includes the whole society. Bertrand Russel defines justice as what the majority of people see as fair, or a system that reduces to minimum what in majority’s opinion is considered as unfair and as a cause of public dissatisfaction. Aristotle says “justice is what just man thinks”. This is an applied research and a cross-sectional study done in descriptive-analytical method. The research environment is Zabol’s university of medical science. To gather the data the Niehoff & Moorman’s questionnaire, consisting of 24 questions, has been used. The answers in that survey are categorized according to Likert’s scale in 5 groups. The data analysis has been done using SPSS 18 software in the following way. For the purpose of descriptive expression of the data and analysis of the questionnaire, the descriptive statistical method, table of frequency distribution, diagrams, mean and standard deviation are used in this study. To examine the correlation between the quantitative variables the Pierson’s correlation test is applied. The result of data analysis revealed that there is a positive and significant correlation between variables of justice and the efficiency of Zabol’s medical science university employees, that is, the higher the perception of justice, the higher the efficiency of employees.

Keywords: organizational justice, aspects of justice, employees’ efficiency, Zabol’s university of medical science

1-Introduction

In today’s world, every organization needs high efficiency in order to improve. Considering the fact that an organization’s most treasured asset and the reason behind its success is its human resources, the effort to improve the employees’ efficiency is of utmost importance. On the other hand, according to Greenberg, to increase an organization’s effectiveness and employees’ satisfaction, the perception of justice is crucial. One of the factors of an organization’s supremacy over other organizations is the commitment of its employees. Committed employees reveal the importance of their organization in the society and provide the grounds for development and expansion of their organization [1]. Many researches in this area have been conducted that indicate organizational justice is a predictive factor for other organizational variables. Among the most important consequences of organizational justice are job satisfaction and organizational citizenship behavior and their effect on the employees’ efficiency. Therefore, to motivate the employees and to increase their efficiency it is important to remove all the feelings of discrimination and injustice from their mind, or else the level of efficiency would drop dramatically [2]. Organization and being organized is an inseparable part of our life. Organization is a social system whose vitality and endurance relies heavily on the strong bond between its consisting elements, and perception of injustice would have destructive impacts on the spirit of team work [3].
2-Organizational Justice

The perception of organizational justice is a basic requirement of employees effective performance and forms their opinions and behaviors. The very first studies in this area dates back to 1960, and since 1990 a new chapter in organizational justice studies have been started. Justice and its execution is one of the human’s basic and instinctive needs that have always made way for development of communities all through history [4]. Idea of justice has evolved along with the development and expansion of societies and has since moved from ideologies of religion and philosophy to the realm of experimental studies [5]. After the industrial revolution and mechanization of human societies, organizations have expanded their influence on the life of people so much so that a man’s life from birth to death is directly dependent on them, and life without the existence of organizations is not now imaginable. Therefore the execution of justice in the community is dependent upon the execution of justice in organizations [6].

The principles of organizational justice are:

Equality principle: what an organization receives from employees is proportionate to what it gives them

Opinion principle: people’s opinion of justice effect their general perception of justice

Cooperation principle: personnel’s cooperation in decision making improve justice

Egalitarianism principle: the leader’s stable behavior is the basic condition for employees’ perception of justice

Egalitarianism principle: decision making must be free of personal interest and must concern itself with organization’s collective goals

Correction principle: weak and problematic decisions must be corrected

Accuracy principle: decisions must be based on accurate information

Organizational justice is an intricate discourse with confusing relations and distinctions. Yet when all is cleared, it refers to moral and fair treatment of people inside an organization. In fact justice is a major issue of organizational life. It is important because it is related closely to vital issues such as commitment, organizational citizenship, job satisfaction and vocational performance [7]. In general, organizational justice includes three aspects of distributional justice, procedural justice and interactional justice. Distributional justice refers to perception of justice through what employees receive from the organization and its consequences. Of course distributional justice is not limited to fairness of pay, and it includes a broader spectrum of organizational outcomes such as promotions, rewards, punishments, work schedules, privileges and performance evaluations. As distributional justice did not completely explain the reactions of employees toward injustice, the issue of procedural justice was also suggested and after 1980, the studies focused on procedural justice. Procedural justice is defined as perception of justice through the procedure by which the earnings and incomes are assigned to the personnel. Interactional justice refers to fairness of inter-personal relations with regards to organizational processes [8]. Employees who invest their time and energy in an organization expect to be treated fairly. These expectations require the leadership’s increasing attention to make the perception of justice happen. In order to study the effect of distributional and procedural justice on job satisfaction and organizational commitment among the employees in the United States, Eric et al. (2007) investigated a sample of 160 persons; They concluded that procedural justice had direct effect on job satisfaction, and distributional justice also had a direct effect on job satisfaction. Also both distributional and procedural justice had direct effect on organizational commitment and yet the effect of procedural justice on organizational commitment was much stronger [9]. In a study conducted 6 organizations in the year (2001) by Al-Atibibar in Kuwait, the effect of procedural justice and distributional justice on job satisfaction, organizational commitment and efficiency was investigated. The results indicated that procedural and distributional and interactional justice had significant and direct relation with job satisfaction, organizational commitment and employees’ efficiency [10].

3-Human Resources Efficiency in Organizations

One of the most important goals in every organization is to improve its efficiency, and human plays an important role in creation of this efficiency. Human resources efficiency means to maximize the use of human resources via scientific methods in order to reduce costs and extend the satisfaction of employees, managers and consumers. It also means to maximize the use of human resources in order to move towards the achievement of the organization’s goals with minimum costs and in minimum time period. The word “efficiency” was first used by physiocrat mathematician and economist, Francois Quesnay, who drawing an economic table, defined a government’s power by the efficiency of its agricultural section. In 1883, another French scientist, Littre, defined efficiency as the science and technique of production. In 1950, organization of European economic
cooperation defined efficiency as the resulting fraction of product’s value by the value of one of the factors of production. The international job organization defined efficiency as the ratio of output to one of the factors of production (land, capital, human resources, and management). In this definition, management is considered as one of the factors of production. In 1958 Europe’s efficiency agency defined efficiency as the degree and level of effective use of each of the production factors [11]. In short, matters such as continuous training of managers and employees, increasing the motivation for more and better work, creating proper backgrounds for innovation among managers and employees, establishment of and appropriate system for payment according to performance, establishment of rewards and punishment systems, vocational conscience, organizational justice, reinforcement of corporate governance and dominance of organizational policies are among issues that can improve employees and human resources efficiency [12].

4-Research Methodology

This is an applied research conducted in a descriptive analytical and cross-sectional method in the year 2013. The research environment is Zabol’s university of medical science. Among all the employees, 40 persons were selected according to statistical formulas as the statistical sample of the study. Since the statistical population was consisted of 5 different groups, stratified sampling method was applied and to divide the sample in different stratum according to the volume of each sample, proportionate allocation method was applied. The selection of each sample’s members was in random. To gather the data in this study, Niehoff and Moorman’s questionnaire, consisted of 24 questions, was used. And to answer the questions, the Likert scales, consisted of 5 alternatives, was applied. The alternatives were: very low, low, medium, high, and very high. Tha data analysis was done by SPSS 18 software.

a) For the purpose of descriptive expression of the data and analysis of the questionnaire in this study, the descriptive statistical method, table of frequency distribution, diagrams, mean and standard deviation are used.

b) To examine the correlation between the quantitative variables the Pierson’s correlation test is applied.

5-Examination of Research Hypotheses

The first hypothesis:

There is a correlation between organizational justice and employees' efficiency in Zabol's university of medical science.

Table 1- results of descriptive statistics and the correlation coefficient for organizational justice and employees' efficiency

<table>
<thead>
<tr>
<th>variables</th>
<th>N</th>
<th>mean</th>
<th>Standard deviation</th>
<th>R</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational justice</td>
<td>40</td>
<td>79.82</td>
<td>9.84</td>
<td>0.524</td>
<td>0.000</td>
</tr>
<tr>
<td>efficiency</td>
<td>40</td>
<td>68.26</td>
<td>7.79</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The above table indicates that correlation coefficient for organizational justice and employees' efficiency equals 0.52 (r=0.52) and the relation is meaningful with the level of significance of 99% (P< 0.01). Thus, statistically speaking, there is a direct and significant correlation between organizational justice and employees' efficiency.

The second hypothesis:

There is a correlation between distributional justice and employees' efficiency in Zabol's university of medical science.
Table 2- results of descriptive statistics and the correlation coefficient for distributional justice and employees' efficiency

<table>
<thead>
<tr>
<th>variables</th>
<th>N</th>
<th>mean</th>
<th>Standard deviation</th>
<th>R</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distributional justice</td>
<td>40</td>
<td>28.85</td>
<td>4.216</td>
<td>0.44</td>
<td>0.004</td>
</tr>
<tr>
<td>Efficiency</td>
<td>40</td>
<td>68.26</td>
<td>7.79</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The above table indicates that correlation coefficient for distributional justice and employees' efficiency equals 0.42 (r=0.42) and the relation is meaningful with the level of significance of 99% (P< 0.01). So, according to statistics, there is a direct and significant correlation between distributional justice and employees' efficiency.

The third hypothesis:

There is a correlation between procedural justice and employees' efficiency in Zabol's university of medical science.

Table 3- results of descriptive statistics and the correlation coefficient for procedural justice and employees' efficiency

<table>
<thead>
<tr>
<th>variables</th>
<th>N</th>
<th>mean</th>
<th>Standard deviation</th>
<th>R</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procedural justice</td>
<td>40</td>
<td>27.12</td>
<td>3.523</td>
<td>0.36</td>
<td>0.018</td>
</tr>
<tr>
<td>Efficiency</td>
<td>40</td>
<td>68.26</td>
<td>7.79</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The above table indicates that correlation coefficient for procedural justice and employees' efficiency equals 0.36 (r=0.36) and the relation is meaningful with 95% significance level (P< 0.05). Therefore, statistically speaking, there is a direct and significant correlation between procedural justice and employees' efficiency.

The fourth hypothesis:

There is a correlation between interactional justice and employees' efficiency in Zabol's university of medical science.

Table 4- results of descriptive statistics and the correlation coefficient for interactional justice and employees' efficiency

<table>
<thead>
<tr>
<th>variables</th>
<th>N</th>
<th>mean</th>
<th>Standard deviation</th>
<th>R</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interactional justice</td>
<td>40</td>
<td>26.85</td>
<td>4.35</td>
<td>0.46</td>
<td>0.002</td>
</tr>
<tr>
<td>Efficiency</td>
<td>40</td>
<td>68.26</td>
<td>7.79</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The above table indicates that correlation coefficient for interactional justice and employees' efficiency equals 0.46 (r=0.46) and the relation is meaningful with 99% level of significance (P< 0.01). Therefore, statistically, there is a direct and significant correlation between interactional justice and employees' efficiency.

6-Conclusion:

The organizations must act fairly and their decisions must be a reflection of fair and just behaviors. As an organization’s leadership, managers face everyday decisions that effect their organization’s policies and process, it is a great concern that employees perceive these decisions as being just and fair. Therefore, it must be kept in mind that development and maintaining justly behaviors and creation of a fair and just atmosphere in organization and among employees will increase the employees’ positive attitude, commitment, and motivation and will improve their personal and collective performance and efficiency. The perception of justice through personal judgment would consequently increase the employees’ efficiency. What was found in this research was that human resources are the most important assets of an organization. Considering the questions, the results of this study indicated that distributional justice influences the efficiency of Zabol’s university of medical science a little less than procedural and interactional justice. In fact the impact of distributional justice on efficiency is a bit higher than average level, while the impact of procedural and interactional justice on efficiency is considerably high. Therefore it is concluded that there is a direct and significant relation between aspects of
organizational justice and employees’ efficiency in Zabol’s university of medical science, that is, the higher the perception of justice, the higher the employees’ efficiency.

References

1- Eberline, R., & Tatum, Ch. (2005). Organizational justice and decision making (When good interactions are not enough). Management Decision 43(7/8), pp. 1040-1048